

WAUKESHA COUNTY, WISCONSIN

EQUAL EMPLOYMENT OPPORTUNITY
&
DIVERSITY AND INCLUSION
2015 PLAN

July 1, 2015 – June 30, 2016



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INTRODUCTION

The 2015 Diversity and Inclusion Plan (The Plan) is a working document which sets forth steps to be taken during July 1, 2015 – June 30, 2016 in implementing the Equal Employment Opportunity Policy and the Diversity and Inclusion Policy of Waukesha County. It will be reviewed annually, and, if necessary, modified to address the changing needs within the County organization.

County Profile

Waukesha County employs approximately 1300 full time and part time employees. In addition, throughout the year the County also employs seasonal and temporary staff. The County provides a wide variety of services which include: human services, law enforcement, courts, public works, parks and recreation, and other administrative and fiscal related governmental services. The organizational chart is attached in Exhibit A.

County Equal Employment Opportunity Statement

Waukesha County is committed to equal opportunity and nondiscrimination in employment, and to actively implement all Federal, State and County Equal Employment Opportunity laws, policies, plans, rules, regulations and ordinances. The County recognizes and accepts its important leadership role in providing for equal employment/service opportunities for minorities, women, and persons with disabilities. It is the express policy of Waukesha County to promote equal employment opportunity among all who are employed by Waukesha County and who seek employment with Waukesha County.

County Diversity Statement

Waukesha County is committed to building a diverse staff through employment and promotion to ensure a high-achieving workforce by reflecting human diversity, recognizing and developing the talents of each individual, and improving opportunities for minorities, women, and other protected groups. Waukesha County embraces and celebrates human diversity, including innovative views and ideas, and provides an inclusive and flexible work environment that values differences, treats applicants and employees with respect and dignity, and motivates employees to do their best. Providing County citizens with a diverse workforce, reflective of the County's composition, will enhance the vision and mission of the County.

County Core Values

Waukesha County's mission is to promote the health, safety, and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs in a courteous and fiscally prudent manner. To aid us in our overall mission, Waukesha County has identified and outlined a set of Core Values. Those Core Values are reflected throughout our operations, strategic plans, and overall approach to the delivery of services. The Values are: Collaboration and Teamwork, Ethics and Integrity, Innovation, Efficiency, Communications, Diversity and Respect, Cost Savings, and High Quality Customer Service.

Who is Covered in this Diversity and Inclusion Plan

This Equal Employment Opportunity and Diversity and Inclusion Plan covers all employees of Waukesha County.

SUMMARY OF 2015 PLAN YEAR NEW HIRES AND SEPARATIONS

Waukesha County hired 125 new full time employees in the plan year which ended on June 30, 2015. 19 individuals were minorities, which represents a 15.2% minority hire rate. The County hired 10 full time employees who are Black. This represents a 8.0% hire rate for Black employees in the County. The other full time minority new hires include 6 Hispanic and 3 Asian employees. 72 of the 125 new hires are females. This represents reflects 58% of the new hires for this plan year.

Waukesha County had 132 full time individuals separate their employment with the County in the plan year ending June 30, 2015. 16 of these individuals were minorities. This represents 12% of the total separations. The breakdown of the minority separations are 9 Black, and 6 Hispanic employees. There were 78 females who separated their full time employment status, or 60%.

The net impact on the County work force was in increase in the minority workforce of 4 full time employees. Within this group of 3 there was a net increase of 1 Black employee and 2 Asian employees.

RESPONSIBILITY FOR DIVERSITY AND INCLUSION PLAN

All employees share in the responsibility to ensure that the County's Diversity and Inclusion Plan is successful.

The Human Resources Manager has been designated as the EEO Coordinator and has overall responsibility for implementation of this Plan. The Human Resources Manager has been given the authority, resources, support, and access to the executive staff to execute this assignment. Specific responsibilities include, but are not limited to:

1. Developing policy statements, diversity plans and programs, and internal and external communications.
2. Assisting in the identification of problem areas.
3. Assisting management in arriving at solutions to problems.
4. Designing and implementing audit systems that measure effectiveness of the Plan, indicate where remedial action is necessary, and measure how goals and objectives are being met.
5. Serving as liaison between the County and enforcement agencies.
6. Serving as liaison between the County and community organizations concerned with employment of protected group members.
7. Keeping management informed of the latest developments in equal opportunity and diversity.

Ensuring the effectiveness of the Plan is a shared responsibility. Outlined below are some of those shared responsibilities.

A. Department of Administration Human Resources Division

1. Ensure that the job application format contains only job-related questions.
2. Ensure that job announcements include only job-related information and all advertisements contain the designation "EEO."
3. Review the County Human Resource policies and procedures on a regular basis in order to identify and correct any policy or procedure or practice which may be discriminatory.
4. Make available information on the selection process to all applicants.
5. Ensure that all grievances and complaints are processed on a timely basis and that the process and procedure is consistent with the union contracts and the County non-represented grievance procedure.
6. Prepare and file the EEO-4 Report as required by the Equal Employment Opportunity Commission (EEOC).
7. Analyze the composition of the workforce by department and classification using EEO categories.
8. Provide workforce analysis and availability information to department heads to assist them in the fulfillment of diversity and inclusion responsibilities.

9. Work with the County Executive and department heads in the implementation of The Plan.
10. Identify, with the assistance of department heads, employment practices which inhibit the objectives of equal treatment, equal opportunity and diversity and develop workable solutions to rectify problem areas.
11. Evaluate employment and selection procedures for job-relatedness, validity and effectiveness, identifying and eliminating any artificial barriers to employment on a timely basis.
12. Evaluate, review, and revise as necessary the Diversity and Inclusion Plan.

B. County Executive

1. Require that each Waukesha County department affirm its commitment to implement policies and procedures in compliance with the Diversity and Inclusion Plan.
2. In the event of non-compliance with this Diversity and Inclusion Plan and its goals, direct those departments not in compliance to comply in a timely manner.
3. Include as a portion of the Department Head's annual performance review, a discussion on what efforts were made in the prior year to ensure compliance with this EEO and Diversity Policy.

C. Department Heads

1. Take a leadership role in embracing and promoting workforce diversity in the County.
2. Take responsibility for maintaining a workplace free of discrimination.
3. Cooperate with the County Executive in all matters relating to EEO and diversity and inclusion and their responsibilities under these policies.
4. Ensure compliance by staff with all Federal, State and County EEO laws, policies, plans and ordinances.
5. Assist Human Resources in the development, monitoring, and evaluation of the County's Diversity and Inclusion Plan.
6. Communicate with the County Executive and Human Resources Manager regarding complaints of discrimination and assist in the development and implementation of positive action to correct said problems and situations.
7. Support employees who come forward with a discrimination complaint.
 - Making sure the employee knows the department will take the matter seriously.
 - Obtaining basic information and facts.
 - Advising employees that you will inform County management so that the matter can be investigated fully and completely.
 - Contacting someone from Human Resources, Risk Management, or Corporation Counsel's Office so the issues may be reviewed.
 - Ensure the employee that retaliation in any form as a result of their bringing a matter to the attention of management will not be tolerated.

D. Supervisors

1. Take a leadership role in embracing and promoting workforce diversity in the County.
2. Take responsibility for maintaining a workplace free of discrimination.
3. Cooperate with the County Executive in all matters relating to diversity and EEO.
4. Ensure compliance by staff with all Federal, State and County EEO laws, policies, plans and ordinances.
5. Communicate with the County Executive and Human Resource Manager regarding any identified issues relating to barriers to diversity and inclusion and assist in the development and implementation of positive action to correct said situations.
6. Assist Human Resources in the development, monitoring, evaluation, and implementation of the County's Diversity and Inclusion Plan.
7. Ensure selection decisions and the application of personnel policies and practices are consistent with the Diversity and Inclusion Plan and the EEO Policy.
8. Ensure that employees under their direction do not engage in the discrimination or harassment of any employee who may be hired, transferred, or promoted as a result of the County's commitment and efforts to implement this policy.
9. Be supportive of employees who approach them with a discrimination complaint, to include:
 - Making sure the employee knows the supervisor will take the matter seriously
 - Obtaining basic information and facts
 - Advising employees that the supervisor will inform County management so that the matter can be investigated fully and completely
 - Contacting someone from Human Resources, Risk Management, or Corporation Counsel's Office so the issues may be reviewed.

E. Employees

1. Support the concept of diversity including maintaining a workplace free of discrimination.
2. Treat each employee fairly without regard to his/her protected status.
3. Notify any of the following in a timely manner if the employee believes he/she was a subject of discrimination: employee's supervisor, manager, department head, a supervisory employee in any other County department including the County Executive, or a member of the Human Resources Division professional staff so that the matter can be investigated and handled in an appropriate manner.
4. Cooperate during an investigation by providing information regarding an act of alleged discrimination, and provide sufficient detail to allow appropriate follow-up.

PUBLICATION OF THE DIVERSITY AND INCLUSION PLAN

A. Internal Distribution

1. The Plan will be made available to all management staff, employees, elected officials, union officials, members of the Waukesha County Board of Supervisors and members of other boards and committees.
2. On a periodic basis, the Plan will be reviewed with executive, managerial and supervisory personnel along with instruction on EEO related laws and regulations.
3. The “Equal Opportunity is the Law” poster along with other mandated employment posters will be displayed in locations accessible to employees and the public.
4. The Plan will be communicated to all employees and will be posted on the Waukesha County Internet and Intranet sites.
5. Employees will receive a summary of the Plan during their new employee orientation.

B. External Distribution

1. The fact that Waukesha County is an equal opportunity employer will continue to be noted in all recruitment and advertising.
2. In the future, the County will expand its list of diversity related contacts and will provide a summary of the plan and policy to these organizations.
3. Prospective employees will have access to the Plan on the County Internet – Employment Opportunities page. A copy will also be posted and available in the Human Resources Office and upon request.
4. The Plan will be made available to any interested citizen or group. The Human Resources staff will continue to make itself available to provide information to individuals or groups upon request.

WORKFORCE ANALYSIS

The County has conducted an analysis of its workforce. This analysis is summarized in the charts that are attached in Exhibit B. The analysis displays the distribution of regular full time employees as of June 30, 2015. The information is broken out by gender and by the minority category within Job Groups.

AVAILABILITY ANALYSIS

The County also developed an analysis of the available labor market for the job categories. Two forms of Availability Analyses were prepared. The first is a report of the labor force within Waukesha County. The second analysis is based on a broader range of the labor market and is based on the job categories and where potential applicants may be found.

The Waukesha County labor force data is found in Appendix C and the Job Category labor force data is found in Appendix D. The data for each was derived from the 2010 Census Data.

Data for the Job Category analysis approach was developed using the following recruitment areas utilized by Waukesha County:

- Waukesha County
- Waukesha County 8-county Recruitment Area (including Dodge, Jefferson, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha County, Wisconsin)
- State of Wisconsin
- United States

WORKFORCE AND AVAILABILITY COMPARISON

We have developed an Incumbency v. Estimated Availability Report using the workforce data and the job category labor force availability data. We have used the “Two Standard Deviation Test” rule in developing our Incumbency v. Estimated Availability.

Our declaration that there is underutilization in any particular job group is not an admission of any discriminatory conduct, nor an admission of inadequate good-faith efforts to attract minorities or females into our employ. Determining underutilization is, instead, a way of discovering where statistics suggest that our organization should focus its recruitment efforts.

In analyzing and comparing the County’s workforce in the various Job Groups against the availability of individuals for employment in those same Job Groups a number of conclusions and observations can be made and are worth noting. In general, there are numerous areas where the County’s workforce percentages exceed the percentage of available applicants. This is true both for female and minority applicants. There are however, several Job Groups where the analysis shows an underrepresentation as noted in Exhibit E. These are the areas where the County should give emphasis and attention as it moves forward to establish a more diverse workforce. The Plan includes a section on action items. When the County takes action, it should be with these areas of underrepresentation in mind.

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The net impact on the County work force was in increase in the minority workforce of 4 full time employees. Within this group of 3 there was a net increase of 1 Black employee and 2 Asian employees.

DEVELOPMENT AND EXECUTION OF ACTION ORIENTED PROGRAMS

Waukesha County recognizes that our Diversity and Inclusion Plan must be an ongoing commitment and effort. In that regard, we have identified a number of action steps which will lay the foundation for future growth and development. In order to determine if our plan is successful, we need first to understand where we are today and what the baseline is for future measurement efforts. This plan is the first year of a multi-year effort.

Outlined below are the specific tasks and responsibilities that will be undertaken during this plan year. These are shared responsibilities and require the commitment and efforts of individuals throughout the County.

1. Management Responsibility

- The ultimate success of diversity efforts will depend upon the level of management commitment to achieving our objectives. Managers at all levels will be held accountable for their results in the area of diversity, just as they are held accountable for their other managerial responsibilities.

2. Outreach

- The County will expand outreach efforts with the goal of increasing the number of qualified minority and female applicants. It is hoped that these increased efforts will show some positive results in terms of addressing the underutilization of minority groups throughout Waukesha County.
- The County has and will continue to attend job fairs with the goal of providing information on County jobs to a broad range of applicants.
- For this Plan year, contacts will be made with minority organizations with the goal of establishing effective relationships and achieving an understanding of the County and our employment opportunities.
- The County will develop a broad diversity contact list of organizations who have expressed interest in Waukesha County and where the County has identified an organization as one which may serve a potential applicant for employment with the County. Employment information will be provided to these organizations.
- The County will develop recruitment information which can be shared and distributed to organizations and information which explains employment opportunities and the process that interested applicants for employment should use.
- Where appropriate, the County will advertise in local media that have minority and female audiences.
- The County will investigate establishing connections to college and university career centers which can share recruitment opportunities with minority and female students enrollments.

3. Recruitment and Selection

- The Diversity and Inclusion and EEO Policy Statements will be posted on the County Internet and Intranet websites and will be made available upon request. Departments will be asked to include EEO statements on any recruitment notices or communications that they publish.
- The Human Resource staff will continue to review the recruitment and selection policy and procedure to ensure that the policy, practice, or procedure does not have a negative impact on the recruitment and selection of minority or female candidates.
- Classification specifications will be reviewed as positions come open to ensure that their criteria are job specific and relevant to the position.
- All classification specifications will be made available to the public and posted on the employment website.
- Information on the County's online application process will continue to be provided to all citizen and community groups that request the information. These groups will be added to the diversity contact list.
- All advertisements will continue to contain a phrase indicating that we are an equal opportunity employer.

- The County Human Resources webpage will be reviewed and updated to improve diversity and inclusion information.
- Newly hired individuals will be provided a summary of the EEO and Diversity Plan during their new employee orientation process.
- Human Resources will meet with department managers and supervisors who engage in high volume hiring to review and discuss their selection processes.

4. Promotional Opportunity

- The managers and supervisors will continue to balance the use of promotional opportunities and outside recruitment efforts in considering candidates for employment.
- When minority or female employees are interviewed for a promotion and are not selected, supervisors will be encouraged to provide the employee with the reasons for non-selection, when requested.
- The County will review a history of prior promotional activity to determine if there are any barriers for minority or female employees.

5. Analysis of Compensation Programs

- Our County will analyze its compensation data on an annual basis to determine if there are gender-, race-, or ethnicity-based disparities. We will promptly correct any disparities that may arise in our analysis.

6. Training

- We support our employees' efforts to receive further training and education through our County continuing education programs. The County will promote the Tuition Assistance program.
- The County will provide EEO and Diversity training to department heads, managers, supervisors and others involved in the recruitment and selection processes.
- The EEO and Diversity policy will be reviewed with each new supervisor and manager as part of the New Supervisor Orientation program.

7. Monitoring of Diversity and Inclusion Plan

- Human Resources will review applicant flow data, especially for job groups which have been determined to be underrepresented.
- The County will work with NeoGov, the online application system provider, to determine how to effectively develop recruitment reports and applicant flow data.
- The County conducts an annual performance evaluation audit; this audit will be expanded to include a sample of evaluations for minority employees to ensure that there are no unintended or inappropriate actions or ratings.
- The County will evaluate employee terminations and specifically review the reasons for minority employees leaving employment with the County.
- The exit interview process will be modified to include specific questions about diversity and inclusion.
- New Hire reports will be prepared on a periodic basis and reviewed with department heads and key management staff.
- Review any EEO complaints or grievances filed by applicants or employees to determine if any trends or patterns exist.

CONCLUSION

The Diversity and Inclusion Plan summarizes the activities in which Waukesha County has been involved and the activities in which the County intends to become involved during the current Plan year. It is our hope and expectation that we will accomplish the goals and objectives of this Plan through the hard work and dedication of all the employees of this County.

EXHIBIT A

Waukesha County Organizational Chart

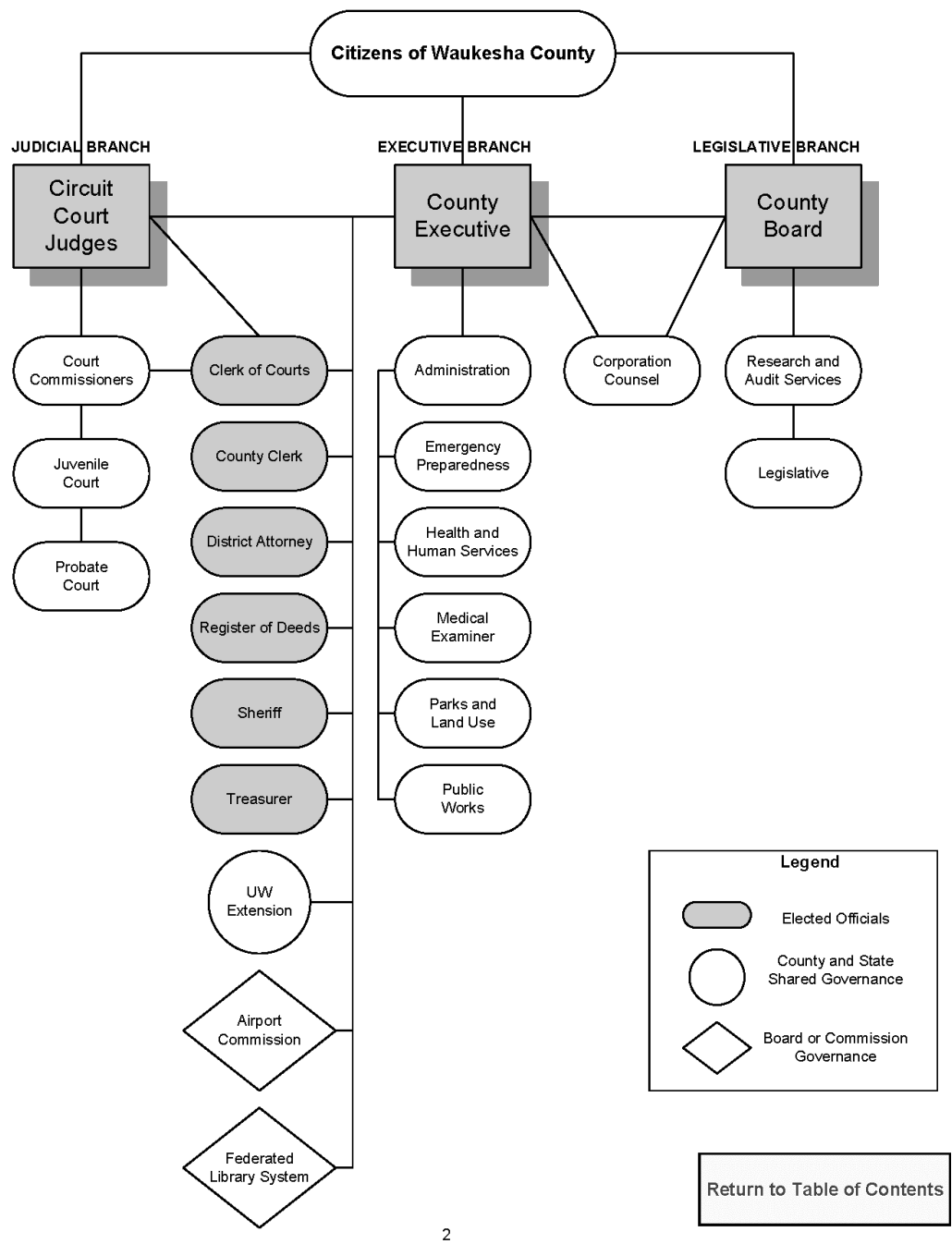


EXHIBIT B

WAUKESHA COUNTY WORKFORCE ANALYSIS

June 30, 2015

JOB GROUP	TOTAL	MALE					FEMALE				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
Officials and Administrators	77	40 51.95%	1 1.30%	2 2.60%	0 0.00%	0 0.00%	34 44.16%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
Professionals	342	107 31.29%	2 0.58%	4 1.17%	1 1.17%	0 0.00%	213 62.28%	5 1.46%	3 0.88%	7 2.05%	0 0.00%
Technicians	88	38 43.18%	1 1.14%	1 1.14%	0 0.00%	0 0.00%	45 51.54%	1 1.14%	2 2.27%	0 0.00%	0 0.00%
Protective Service	264	186 70.45%	6 2.27%	5 1.89%	3 1.14%	1 0.38%	53 20.08%	7 2.65%	3 1.14%	0 0.00%	0 0.00%
Paraprofessionals	80	8 10.00%	3 3.75%	2 2.50%	1 1.25%	0 0.00%	56 70.00%	4 5.00%	4 5.00%	1 1.25%	1 1.25%
Administrative Support	272	10 3.68%	0 0.00%	1 0.37%	0 0.00%	0 0.00%	238 87.50%	5 1.84%	15 5.51%	3 1.10%	0 0.00%
Skilled Craft	38	36 94.74%	0 0.00%	2 5.26%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%
Service Maintenance	102	88 86.27%	0 0.00%	5 4.90%	0 0.00%	2 1.96%	5 4.90%	0 0.00%	2 1.96%	0 0.00%	0 0.00%
TOTAL	1263	513 40.62%	13 1.03%	22 1.74%	5 0.40%	3 0.24%	644 50.99%	22 1.74%	29 2.30%	11 0.87%	1 0.08%

EXHIBIT C

WAUKESHA COUNTY LABOR FORCE EEO RESIDENCE DATA

			Male					Female				
JOB GROUP CATEGORY		TOTAL	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
OFFICIALS/MANAGERS		35,015	20,540 58.7%	185 0.5%	410 1.1%	455 1.3%	4 0.00	12,310 35.2%	115 0.3%	470 1.3%	245 0.7%	30 0.1%
PROFESSIONALS		48,205	19,835 41.1%	255 0.5%	380 0.8%	1,435 3.0%	10 0.00	24,330 50.5%	260 0.5%	500 1.1%	910 1.9%	70 0.2%
TECHNICIANS		5,940	2,470 41.6%	15 0.3%	30 0.5%	70 1.2%	0 0.00	3,020 50.8%	40 0.7%	149 2.5%	100 1.7%	4 0.1%
PROTECTIVE SERVICE	Sworn	1,950	1,425 73.1%	20 1.0%	85 4.4%	35 1.8%	0 0.00	330 16.9%	0 0.00	30 1.5%	4 0.2%	0 0.00
	Non-Sworn	405	190 46.9%	0 0.00	0 0.00	0 0.00	0 0.00	180 44.4%	0 0.00	10 2.5%	0 0.00	0 0.00
ADMINISTRATIVE SUPPORT		60,585	21,375 35.3%	155 0.3%	540 0.9%	515 0.9%	30 0.00	35,615 58.8%	280 0.5%	1,160 1.9%	485 0.8%	55 0.1%
SKILLED CRAFT		17,830	15,845 88.9%	25 0.1%	595 3.3%	115 0.6%	35 0.2%	1,010 5.7%	0 0.00	80 0.5%	25 0.1%	0 0.00
SERVICE/MAINTENANCE		45,080	23,290 51.7%	460 1.0%	2,095 4.6%	335 0.7%	40 0.1%	16,860 37.4%	230 0.5%	980 2.1%	290 0.6%	45 0.1%

Data from US Census Bureau, Census 2010 Special Tabulation

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EXHIBIT D

JOB GROUP MINORITY AVAILABILITY ANALYSIS JUNE 30, 2015

Job Group	Female %	Black %	Hispanic %	Asian %	Am Ind %
Officials and Administrators	45.36%	4.93%	2.45%	1.93%	0.86%
Professionals	60.94%	6.82%	2.39%	2.89%	1.03%
Technicians	50.09%	9.84%	2.61%	0.65%	0.50%
Protective Service	21.18%	8.86%	5.02%	1.24%	0.70%
Paraprofessionals	78.72%	34.55%	8.20%	0.69%	0.13%
Administrative Support	92.96%	7.52%	4.46%	1.83%	0.49%
Skilled Craft Workers	3.82%	6.81%	6.84%	0.45%	0.76%
Service Maintenance	8.49%	11.30%	11.12%	0.24%	0.26%

Recruitment Areas Used in Availability Analysis: United States
State of Wisconsin
8 County Region -- Waukesha, Milwaukee, Racine,
Dodge, Jefferson, Ozaukee,
Walworth, and Washington
Waukesha County

A weighted average was used based on the recruitment area and specific job classification within a job group

EXHIBIT E

JUNE 30, 2015

COMPARISON OF WAUKESHA COUNTY WORKFORCE AND AVAILABILITY

Job Group	Category	Incumbents #	Incumbents %	Availability %	Underrepresentation
Officials and Administrators	Female	34	44.16%	45.36%	
	Black	1	1.3%	4.93%	
	Hispanic	2	2.60%	2.45%	
	Asian	0	0.00%	1.93%	
	Am Ind	0	0.00%	0.86%	
Professionals	Female	228	66.67%	60.94%	Y
	Black	7	2.05%	6.82%	
	Hispanic	7	2.05%	2.39%	
	Asian	8	2.34%	2.89%	
	Am Ind	0	0.00%	1.03%	
Technicians	Female	48	54.55%	50.09%	Y
	Black	2	2.27%	9.84%	
	Hispanic	3	3.41%	2.61%	
	Asian	0	0.00%	0.65%	
	Am Ind	0	0.00%	0.50%	
Administrative Support	Female	261	95.96%	92.62%	Y
	Black	5	1.84%	7.52%	
	Hispanic	16	5.88%	4.46%	
	Asian	3	1.10%	1.83%	
	Am Ind	0	0.00%	0.49%	
Skilled Craft	Female	0	0.00%	3.82%	
	Black	0	0.00%	6.81%	
	Hispanic	2	5.26%	6.84%	
	Asian	0	0.00%	0.45%	
	Am Ind	0	0.00%	0.76%	
Protective Service	Female	63	23.86%	21.18%	Y
	Black	13	4.92%	8.86%	
	Hispanic	8	3.03%	5.02%	
	Asian	3	1.14%	1.24%	
	Am Ind	1	0.38%	0.70%	
Service Maintenance	Female	7	6.86%	8.49%	Y
	Black	0	0.00%	11.30%	
	Hispanic	7	6.86%	11.12%	
	Asian	0	0.00%	0.24%	
	Am Ind	2	1.96%	0.26%	
Paraprofessional	Female	66	82.50%	78.72%	Y
	Black	7	8.75%	34.55%	
	Hispanic	6	7.50%	8.20%	
	Asian	2	2.50%	0.69%	
	Am Ind	1	1.25%	0.13%	